HIT Enrollment Workgroup Draft Transcript October 29, 2010

Presentation

Judy Sparrow - Office of the National Coordinator - Executive Director

Good morning, everybody, and welcome to the HIT Policy Committee's Enrollment Workgroup. This is a Federal Advisory Committee, so there will be opportunity at the end of the call for the public to make comment.

Let me do a quick roll call. Sam Karp?

<u>Sam Karp – California HealthCare Foundation – Chief Program Officer</u> Here.

<u>Judy Sparrow – Office of the National Coordinator – Executive Director</u>

Aneesh Chopra is traveling, so he's not with us today. Paul Egerman?

Paul Egerman - Software Entrepreneur

Here.

<u>Judy Sparrow – Office of the National Coordinator – Executive Director</u>

Cris Ross?

Cris Ross - LabHub - CIO

Here.

<u>Judy Sparrow – Office of the National Coordinator – Executive Director</u>

Jim Borland?

<u> Jim Borland – SSA – Special Advisor for Health IT, Office of the Commissioner</u>

Here.

Judy Sparrow - Office of the National Coordinator - Executive Director

Jessica Shahin?

Elizabeth Silverman

Elizabeth Silverman is here on behalf of Jessica Shahin.

<u>Judy Sparrow - Office of the National Coordinator - Executive Director</u>

Stacy Dean? Steve Fletcher?

<u>Steve Fletcher – State of Utah – Chief Information Officer</u>

Here.

Judy Sparrow – Office of the National Coordinator – Executive Director

Reed Tuckson could not make it. Thomas Badin? Hank is on for Ronan Rooney. Rob Restuccia?

<u>Sue Kaufman – Urban Medical Group – Executive Director</u>

Sue Kaufman here for Rob.

<u>Judy Sparrow - Office of the National Coordinator - Executive Director</u>

Ray Baxter? Debra Bachrach could not make it. Gopal Khanna will dial in late. Bill Oates? Ruth Kennedy?

Ruth Kennedy – Louisiana Medicaid Department LaCHIP – Director

<u>Judy Sparrow – Office of the National Coordinator – Executive Director</u> Anne Castro?

<u>Anne Castro – BlueCross BlueShield South Carolina – Chief Design Architect</u> Here.

<u>Judy Sparrow – Office of the National Coordinator – Executive Director</u> Oren Michels? Wilfried Schobeiri?

Wilfried Schobeiri – InTake1

Here.

<u>Judy Sparrow – Office of the National Coordinator – Executive Director</u> Terri Shaw?

<u>Terri Shaw – Children's Partnership – Deputy Director</u> Here.

<u>Judy Sparrow – Office of the National Coordinator – Executive Director</u> Sallie Milam?

<u>Sallie Milam – State of West Virginia – Chief Privacy Officer</u> Here.

<u>Judy Sparrow – Office of the National Coordinator – Executive Director</u> Dave Molchany?

<u>Lynn Hadden – Fairfax County, VA – Senior Application/Information Architect</u> This is Lynn Hadden in for Dave.

<u>Judy Sparrow – Office of the National Coordinator – Executive Director</u> Eli Stroud? Bryan Sivak?

Bryan Sivak – Government of D.C. – Chief Information Officer Here.

<u>Judy Sparrow – Office of the National Coordinator – Executive Director</u> Kristen Ratcliff?

Kristen Ratcliff - ONC

Here.

<u>Judy Sparrow – Office of the National Coordinator – Executive Director</u> Did I leave anyone off?

<u>Farzad Mostashari – ONC – Deputy National Coordinator for Programs & Policy</u> This is ... Farzad.

<u>Judy Sparrow – Office of the National Coordinator – Executive Director</u>

Farzad. Okay.

Sharon Parrott - Secretary Sebelius - Counselor, Human Services

Sharon Parrott is here from the Office of the Secretary.

Judy Sparrow – Office of the National Coordinator – Executive Director

Anyone else?

Walt Sedwiczack

This is Walt Sedwiczack for Ronan Rooney.

<u>David Hale – NLM NIH – Project Manager for Pillbox</u>

David Hale. NIH.

Judy Sparrow – Office of the National Coordinator – Executive Director

With that I'll turn it over to Sam.

Sam Karp - California HealthCare Foundation - Chief Program Officer

Good morning, everyone. Welcome to the ninth meeting of the Enrollment Workgroup, hopefully the beginning of a wonderful fall weekend where you are and also hopefully, a couple of victories for the San Francisco Giants as we clinch the World Series. Three things to get us started this morning: As Judy mentioned, first, Aneesh asked me to extend his regrets at not being able to join us this morning as he was unexpectedly called out of the country.

Second, I want to thank everyone on the workgroup for enthusiastically signing up for another stint. I guess when you're having fun and feeling productive it's hard to quit, so thank you, all, for staying on. The only person, actually, who has dropped off is Paul Swanenburg, who is retired from Social Security Administration, so we have our whole team back.

Third, I want to review today's agenda. It's going to be much briefer than we thought it would be. We had hoped for a full three-hour meeting and had expected full updates from Penny Thompson on CMS activities and from Henry Chao, who was going to update us on some significant activities through the Office of Consumer Information and Insurance Oversight. I think everybody knows now the new acronym here is OCIIO, but because of some last minute changes in these announcements, neither Penny or Henry are going to be able to join us. Kristen is going to do a very brief overview of some new information out of OCIIO and we are planning to have a two-hour call next Thursday morning, Thursday, November 9th from 9:00 to 11:00 eastern time and Judy will send out an announcement immediately following this meeting of that meeting, where we will have a full report from both Penny and from Henry.

Kristen Ratcliff - ONC

Sam, that will be Thursday, November 4th.

Sam Karp - California HealthCare Foundation - Chief Program Officer

I'm sorry. Thursday, November 4th.

Kristen Ratcliff - ONC

Yes.

Sam Karp - California HealthCare Foundation - Chief Program Officer

Thank you. But some exciting information coming out of the Administration about their activities, which will have an implication on our work and that's one of the reasons why we're going to have a shorter meeting today. Without hearing from them we won't be able to have a full discussion about the implications for our work.

Then we're going to still have, Kristen, a brief discussion about workgroup next steps. Then I'm going to say a few words about the in-person public hearing we have scheduled for November 10th. Then we'll have public comment and adjourn. I expect all of this will take about an hour, so that's where we're headed this morning.

Anybody have anything other burning that they want to try to squeeze in? Not hearing anything, Kristen, why don't I turn it over to you and you can tell us what you know about new activities from the Administration?

Kristen Ratcliff - ONC

I think all of you should have received an e-mail from Judy about 15 minutes ago with a link to grants.gov. I ... steal Henry's thunder, we'll leave most of the discussion on the substantive content until Thursday, but the link will take you to a Web page that announces a cooperative agreement opportunity for up to five states or a consortium of states to develop the health IT architecture systems that will be necessary to support the exchanges.

I won't go into too much detail, but I will note that there were several important 1561 concepts that are included throughout the announcement. If you scroll down to the key principles and concepts you will see that the text of the announcement indicates that all designs should comply with recommendations currently issued under 1561, so that is a reference to our recommendation. It also incorporates important ideas that we've discussed, including Web services and interoperability with other programs.

Like I said, I won't go into too much detail. I'll leave it for Henry. But we just wanted to get this out there to you today. It was just posted about—I don't know—30 minutes ago. Henry could not attend because he's putting on his suit and tie and getting ready for the rollout activities for this announcement, but we wanted to get it out to you and invite you to read it, think about it and start to digest and figure out how you think the 1561 recommendations in the future work of this group can and should be informed by this opportunity. So we just wanted to get it out there and make sure that you saw it. Henry will have much more to say on Thursday.

Lynn Hadden – Fairfax County, VA – Senior Application/Information Architect

I didn't get the link. I'm not sure if Dave Molchany got it. Could you send that to me so I could forward it?

<u>Judy Sparrow - Office of the National Coordinator - Executive Director</u>

Yes. Lynn, I'll do that.

Kristen Ratcliff - ONC

Does anyone have any questions right now?

Sam Karp - California HealthCare Foundation - Chief Program Officer

It was a significantly positive sign on a number of fronts. First that the Administration is moving on providing some guidance to states or at least an opportunity for some states that are, I guess I would call, forward leaning in getting ready to be thinking about designing an architecture for an exchange.

The other good news, it is incorporating 1561. So all of the work of this workgroup and the recommendations that were adopted by the secretary will be conditions that will—I assume. I haven't read it yet either, but just based on what Kristen said—that they will need to be met as part of the response. So it's one thing to develop a lot of recommendations. It's another thing to have them enacted in such a way that they need to be incorporated into what people are developing, so congratulations to our work again for providing some substance to the way these things are going to be built.

Kristen Ratcliff - ONC

I will also add that as you have a chance to look over the document you'll see that there is a heavy focus on technology that can be used and reused. That these five states or consortium of states develop

technology that can be leveraged in other states across the country. That's a concept that we also discussed, particularly with reference to the reference implementation software that was part of our initial recommendation. That's a positive step in the right direction. ... is another thing that we had discussed.

Sam Karp - California HealthCare Foundation - Chief Program Officer

Yes. It's probably most significant in that one of the themes that kept coming up from us and from the feedback that we received from other states was do we need to build this 51 times? So hopefully we won't. Other comments by committee members? I know people are just now getting a chance to look at this.

<u>Anne Castro – BlueCross BlueShield South Carolina – Chief Design Architect</u>

I am just so proud of what is going on today. That is awesome.

Sam Karp - California HealthCare Foundation - Chief Program Officer

Let's move on to talk about our workgroup next steps. I think it's fair to say that in previous conversations with the Administration, they are going to have some specific things that they are going to want our workgroup to look at in conjunction with this opportunity that was just announced and some other things that they are doing. So we won't be able to talk about those today, but as a result of the work of the discussions that each of the tiger teams have had and also some of the lingering work that we didn't get to in our last phase, we do have the beginnings of thinking about a new set of tasks.

Let me turn it over to Farzad and Kristen to talk about where we are.

Kristen Ratcliff - ONC

Next steps: I think, as you all know, you all participated in the series of tiger team meetings I think maybe two weeks ago now and identified areas where each of the tiger teams would like to move forward. We had tentatively scheduled, I think, at least the Business Rules Tiger Team, the Verification Interfaces and Privacy and Security for next week. I would propose logistically just cancelling those meetings for next week since we will have the newly scheduled, rescheduled meeting on Thursday. Hopefully on Thursday, after we have a chance to hear from Henry and/or Penny we can go into the next set of meetings that we have scheduled for a few weeks later and sort of dive into some of these topics and the tiger teams.

Farzad Mostashari - ONC - Deputy National Coordinator for Programs & Policy

Does everybody know what the proposed set of new activities are for each of the workgroups or would it be worth either you or the team leads reviewing those today?

Kristen Ratcliff - ONC

We can go ahead and go over them. I think that through our conversations we came up with a set of topics that we think that it would be worthwhile to pursue additional work on. On the core data elements, as have been discussed previously, we are going to complete the work that was started on the first set of data elements and work towards identifying a second set of data elements, which might include things like marital status or veteran status and do another round of ... analysis on the second set of data elements. Like before, that will largely occur at the staff level and updates provided to the workgroup and input requested, particularly on the use case, sort of as we were carrying before.

Cris, do you want to talk about business rules and where we landed on the tiger team meeting?

Sam Karp - California HealthCare Foundation - Chief Program Officer

Just to be clear, on the core data elements this is the NIEM activity that Doug and his internal team led. There's no tiger team involved with this unless you are now suggesting that we actually build a team around that or are we content with Doug and his team of consultants to do this?

Kristen Ratcliff - ONC

I think we'll leave it with Doug if everyone—

Cris Ross - LabHub - CIO

On Business Rules, I think we worked quickly, just like everyone else on this group, to get to an initial set of recommendations hat were not very complete and we need to articulate out further. We're also hoping to get an opportunity for some testimony at a future meeting that would include vendors in the space, both from large ones, maybe some Open Source folks and then some innovators in the space. As we get some additional viewpoints and recommendations about how we should think about it better, so think it's essentially deepening our love of recommendations, but also getting feedback from the vendor community to find out if there are ways in which they would suggest that we augment or redirect in some way.

Kristen Ratcliff - ONC

Steve, do you want to talk about Verification Interfaces?

Steve Fletcher - State of Utah - Chief Information Officer

Why don't you go ahead and take it?

Kristen Ratcliff - ONC

I think that the next area where Verification Interfaces we'll ... into are sort of the secondary data sources, those which are not ... specifically in the ATA, but which are either national data sources or other federal data sources. We had referenced those with respect to the reference implementation model. We consider the future iterations of that tool. The specific ones I'm thinking of are the state fees system, the vital records e-system, the DMD and other data sources—

Sam Karp - California HealthCare Foundation - Chief Program Officer

New and better databases.

Kristen Ratcliff - ONC

Exactly. Other secondary databases beyond the Social Security Administration, the IRS and the Department of Homeland Security. So that would be the first order of business for the Verification Interfaces group.

Sam Karp - California HealthCare Foundation - Chief Program Officer

In ACA Section 1413 there is a pretty good list of these secondary data sources in addition to the three main verification sources cited by the ACA: Social Security Administration, IRS and Homeland Security. We paid less attention to those than we did to the three big ones.

Kristen Ratcliff - ONC

Reed is not on the phone, but we sort of decided—and I believe we talked about this at our last meeting—to put the work of the health plan or transmission of Eligibility and Enrollment Information Tiger Team on hold temporarily in favor of forming a new Consumer Access Tiger Team. The plans for the Consumer Tiger Team are still sort of in the works, but one thing that we have suggested that could be a priority for them to address and was briefly referenced in our recommendations document were the standards for downloading eligibility and enrollment information from health plans and clearinghouses as required by the HITECH Act. That's one of a set of many other things that the Enrollment Access Tiger Team could address. As I said, we're still in the process of getting that group together and we'll be reaching out to those people who have indicated that they would like to participate on the tiger team to set up some meetings for that group to begin their work.

<u>Farzad Mostashari – ONC – Deputy National Coordinator for Programs & Policy</u>

... parenthetically a related, but distinct activity and piece of news that we announced that we heard and I think it was on the *Today Show* at NBC, was the Blue Button and how easy download of patient information that the VA has enabled with essentially no launch developmental marketing at all. There have been 100,000 veterans download through that blue button mechanism and that concept is being now extended to a variety of other organizations and it's the kind of thing that could have really unexpected, positive implications.

Sam Karp - California HealthCare Foundation - Chief Program Officer

I agree with that and, as we have talked about, contained in the consumer engagement work that we've discussed and the idea of applicants for these programs having the ability to control and reuse their eligibility and enrollment information, that seems like the perfect app for doing that. We had talked about forming a new tiger team around Consumer Engagement and we had a number of tasks that we were lining up for that new tiger team. This could be one of them. Should we talk about this new Consumer Engagement Tiger Team? Are you guys ready to—?

Kristen Ratcliff - ONC

Sure.

Sam Karp - California HealthCare Foundation - Chief Program Officer

We actually want to appoint a new tiger team and we've had a couple of volunteers to lead it, Terri Shaw and Bryan Sivak, who are going to be the co-chairs. Terri, do you have a short list of the kinds of tasks that you guys have been talking about?

Terri Shaw - Children's Partnership - Deputy Director

Well, we haven't had an opportunity to do much talking yet, so this is all very preliminary, but as everyone, I'm sure recalls, the original set of recommendations that we collectively put forth did have some forward language and then the first appendix that really laid out some ideas for a division that we have of a consumer centered eligibility and enrollment system in the future. There are a lot of preliminary ideas in those pieces that we didn't, as a group, get a chance to really flesh out in terms of standards and protocols and so we'll be looking at a number of those things that we've already articulated to now drill deeper and get some good recommendations included in the next round. I do think the blue button concept fits right in with those types of ideas, so I think we've got some good direction to go already.

Sam Karp - California HealthCare Foundation - Chief Program Officer

I would just throw out a couple of other tasks for this group: Taking a look at best practices for user facing apps. Spending a little more time talking about messaging, the standards to use for text messages or e-mail. Also, we were very clear about what we thought about third party proxy access, for whom and what kind of authentication and audit and the specific rights, but it seems to me that there is some work there that could be further explored by your tiger team.

Terri Shaw - Children's Partnership - Deputy Director

Yes. I think we've also, consistent with the notion of the text messaging, looked at some ideas for not just on-line, but also mobile technologies we've talked about in the group some and if there are some standards that we want to try and push forward on that front. Yes, there are a lot of different systems already implementing some applicant facing, if you will, interfaces. We should look at some best practices there. There is a lot that we can already draw from and not just from what's already being tried in the application and enrollment space, but in other public program uses and, obviously, in other realms as well. So I do think there are a lot of best practices we can draw from and we started talking about those a little bit in some of our group discussions.

Bryan, did you have anything that you wanted to add?

Bryan Sivak – Government of D.C. – Chief Information Officer

No. Actually, I think that captures it pretty perfectly. In general, as we discussed I think at the end of the workgroup sessions before the recommendations were published, I think and I think everybody agrees this is a pretty critical component to making sure that this actually works in the right way for the people who actually need to utilize these systems. From my perspective it's an important effort that we need to undertake.

Sam Karp - California HealthCare Foundation - Chief Program Officer

We are pleased and can I ask that if there are others who want to volunteer to be on this tiger team that you get in touch with Terri and Bryan? Terri and Bryan, I assume you'll work with Judy to schedule meetings.

Bobbie Wilbur - Social Interest Solutions - Co-Director

In the past what we've done is had people who were perspective members reach out to Judy and to Kristen so that we could kind of keep a central log and then they'll pass it on to—

Sam Karp - California HealthCare Foundation - Chief Program Officer

Let's do it that way then. That works. Thank you, Bobbie.

Paul Egerman - Software Entrepreneur

One comment is as exciting as all of this patient access material is, is we also have to keep in mind privacy and security issues, because sometimes or frequently the accessibility function runs counter to the privacy and security concerns and so I just think it's important for this workgroup that there be some overlap with the Privacy and Security Tiger Team.

Terri Shaw - Children's Partnership - Deputy Director

Yes. Absolutely.

Sam Karp - California HealthCare Foundation - Chief Program Officer

Good caution point.

Sallie Milam - State of West Virginia - Chief Privacy Officer

Are you thinking that some of us—who are on Privacy—that we should have overlap of membership?

Paul Egerman - Software Entrepreneur

I think that might probably be helpful, because otherwise you have one of these things where the Privacy and Security Tiger Team makes one series of recommendations. This group makes a series of recommendations and they don't mesh, so we waste a little bit of time. I would just want to encourage some overlap in the membership and vice-versa; Privacy and Security people need to know what this group is doing.

Kristen, have we covered all of the tiger teams that you wanted us to?

Kristen Ratcliff - ONC

Well, Paul's comment is a good segue. We haven't touched on the Privacy and Security Tiger Team yet, although, from these comments it looks like one of the first orders of business for the Privacy and Security Tiger Team may be to also work on some of the issues with the Consumer Tiger Team. Sallie, I'll let you update on sort of the direction for the Privacy and Security Tiger Team if you want to go ahead.

Sallie Milam - State of West Virginia - Chief Privacy Officer

In our meeting last week we identified a few areas where we need to do some more work based on some feedback we've gotten. One is in the area of access control, automatic logoff, authentication and ID resolution. I'd just note these are areas that will definitely impact the Consumer Committee, so when we look into this maybe there is some work we should do together. We also identified a couple of action steps looking at what we've done around fair information practices against the framework and against the additional work we need to do. We also want to get additional state perspectives in the areas where we've already done work and in these new areas as well.

Kristen Ratcliff - ONC

Any comments on that? I think that as we're looking at the scope of the Privacy and Security Tiger Team's work it might be a good place to start with the fair information practices first and then, as the consumer team, give up and get into some of the other issues that might touch on access control, automatic logoff for authentication ... and hold some joint meetings.

Any comments on that approach? Sound reasonable?

Sallie Milam - State of West Virginia - Chief Privacy Officer

It sounds great.

Farzad Mostashari - ONC - Deputy National Coordinator for Programs & Policy

It does. I think the consumer identity assurance is a theme that is so prevalent in so much of our work and connecting this. I think Bryan would be a great asset to connect this to the other conversations as well.

Kristen Ratcliff - ONC

Yes. I think that covers all of the tiger teams' work.

Sam Karp - California HealthCare Foundation - Chief Program Officer

What we'll do is we'll ask staff to capture everything that was said here. We'll come up with a new at least working task for each of the tiger teams, including the new tiger teams. If people will submit their names to Judy and Kristen if you're interested in participating in the Consumer Engagement TT and those meetings will be scheduled. Then we'll have an opportunity to review this draft task list once we've heard from the Administration, particularly from Penny and Henry about other tasks that they would like us to take a look at. I understand that there will be some things; it may be in terms of reviewing things that they've done and giving input, but we'll see when we talk with them next week. So we should be organized in a better way to have that conversation with them and to be able to better figure out where the task that they have for us fits. All right?

Let's move on and I want to talk just very briefly about the Friday, November 10th, in-person public hearing that we have planned. There are two purposes for this public hearing. The first is to get input from vendors, who are in the eligibility and enrollment space on their ability to implement the 1561 standards. I've tried very hard the last couple of weeks to not call them recommendations, but referring to them as standards since they were adopted and promulgated by the secretary, so I encourage you all to do the same.

We have invited a number of, I guess, all of the vendors who are in this space and we hope to have, depending on how many vendors accept, we've already had a couple of them accept. Two or three panels and staff has prepared a list of questions, which we have asked them to formally respond to and then we will divide up the vendors into a couple of panels and ask them each to respond verbally to a couple of questions that we've asked. There will then be an opportunity for workgroup members to get into questioning and discussion with them. So we see that possibly being the morning activity.

Then we are working with CMS to invite in a number of states to provide input to us on their ability to implement the 1561 standards and to get more input from states. We're working with CMS to try to get a diverse group of three or four states in that are in different places that can provide input to us.

Kristen, that's going to be the plan right now at least. It's scheduled for 9:00 to 5:00. Is that right?

Kristen Ratcliff - ONC

Yes and I don't know if we will go all of the way until 5:00, but we will have a full day and I would expect that we would at least go probably 9:00 to 4:00.

Sam Karp – California HealthCare Foundation – Chief Program Officer

Once we firm up these panels in the morning and the afternoon you can expect to receive a revised agenda for the day from Judy.

Kristen Ratcliff - ONC

Yes and I would add that for the morning session that incorporates the vendors that we are not just looking at the large vendors in the states, but we're also trying to incorporate the small business and innovator perspectives as well. Hopefully we'll get a good cross section of actors in this area that will offer a variety of perspectives on the opportunities and challenges presented by the implementation of the 1561 initial standards.

Sam Karp - California HealthCare Foundation - Chief Program Officer

Yes. I'm glad you mentioned that. On that last point, we are still looking for ideas of who those innovative vendors might be. Kristen, I understand that you have a couple of those in mind?

Kristen Ratcliff - ONC

We've worked with CMS and ..., as well as Aneesh and Sam to develop a preliminary list of who these people might be, but if you have additional suggestions, feel free to send them to me. I'm going to be working on firming up the agenda and the presenters over the next few days, so feel free to send them to me. I will work on reaching out.

Sam Karp - California HealthCare Foundation - Chief Program Officer

So if you thought at any point that we weren't going to have anything to do in this workgroup, think again. Anything else before we go to public comment?

Kristen Ratcliff - ONC

The only thing I would add is to review sort of the schedule. We did, as I mentioned, have three of the tiger teams scheduled to meet next week. I think that until we hear from CMS we should postpone those meetings. I'll ask Judy to cancel those so you can have a few hours back, but then we are going to take a few hours of your time, if you're available, on Thursday, November 4th, from 9:00 to 11:00 to hear from Penny and Henry. I just wanted to go over that one more time so everyone was clear on the path forward. Then, of course, there's the in-person, November 10th meeting.

Sam Karp - California HealthCare Foundation - Chief Program Officer

Any questions, comments from workgroup members before we go into public comment? All right. Judy, will you open us up for public comment?

<u>Judy Sparrow – Office of the National Coordinator – Executive Director</u>

Operator, can you please ask if anybody in the public wishes to make a comment? If they do they need to state their name and organization and it's a three-minute time limit.

Operator

We do not have any comments at this time.

Judy Sparrow – Office of the National Coordinator – Executive Director

Thank you, Sam and everybody.

Sam Karp - California HealthCare Foundation - Chief Program Officer

Thank you, everyone. I apologize for the last minute change. We gave you back a couple of hours this morning and look forward to the continuing opportunities that we all have as a group to be able to have some impact and contribution to making the Affordable Care Act work.

Have a great weekend. Go Giants! Well talk next Thursday and we'll look, Judy, for your notices to confirm the time.

Judy Sparrow – Office of the National Coordinator – Executive Director

Right. Thank you.

Sam Karp - California HealthCare Foundation - Chief Program Officer

Thank you, everyone.